Library Systems in Alberta

GUIDELINES FOR DEVELOPMENT

Vol. 1

Alberta

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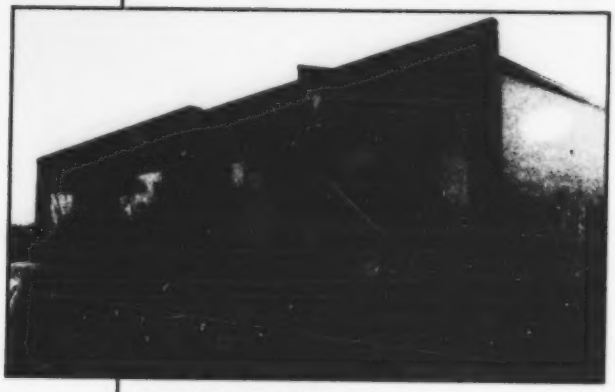
Library systems provide better service for growing families

The Mirror Public Library, a member of the Parkland Library System



Stony Plain Public Library, a member of the Yellowhead Library System

Drumheller Public Library in the Marigold Library System

Library Systems in Alberta

GUIDELINES FOR DEVELOPMENT

Vol. 1

Pre-Establishment

HONOURABLE MARY J. LEMESSURIER, MINISTER

February 1983,
Revised October 1985

Alberta
CULTURE
Library Services

Alberta Culture, Library Services Branch would like to thank those many individuals throughout the province of Alberta whose work and experience, wisdom and advice contributed to the production of these Guidelines.

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Volume 2 explains the Transition and Post Establishment/Pre-Operational Phases

1 INTRODUCTION

Public library service in Alberta used to be just a local concern. It was organized and financed at the level of the smallest political unit, the municipality.

But times have changed. Alberta's population has grown and diversified; new services and materials have been introduced. As a result, libraries of all types are being asked to provide a higher level of service.

The local government authority, whether county, municipal district, village, town, city, improvement district, special area or school division, is finding it more and more difficult to deliver this service without co-operating in some way with other similar authorities. The problem is particularly noticeable in rural Alberta where the cost of providing adequate library service cannot be met by the tax base of just one municipality or local government unit.

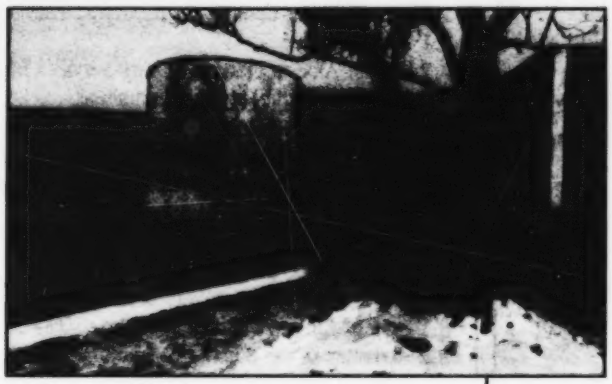
The solution is a co-operative library system. Through the sharing of material resources and expertise, citizens are better served, and no one is deprived of library service by reason of geography or population base.

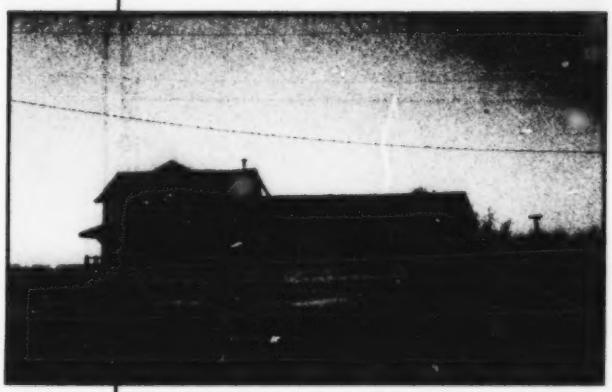
Library systems are not a new concept. The oldest regional library system in Canada, in British Columbia, has been in existence for over 50 years. Saskatchewan has enjoyed good rural library service for decades, as have Ontario and the Atlantic Provinces. There are also three library systems serving parts of rural Alberta.

All Albertans can look forward to similar benefits. Legislation and funding are in place to accommodate a variety of co-operative efforts among all kinds of libraries

This booklet has been designed to help you and your community get the most out of this new legislation. Whether you are a library trustee, a library worker, an appointed representative of a local government unit, an elected official, an education representative, or an interested citizen, you have a part to play in the improvement of library service in your community.

This modern building houses the Camrose Municipal Library in the Parkland eastern extension area.





For years, residents of Didsbury have enjoyed improved library service through the Parkland Regional Library System.

The Beiseker Municipal Library, located in a renovated train station, is definitely on the right track as a member of the Marigold Library System.

Like the railroad, a library system can help to minimize the distances between towns and villages.

2 WHAT IS A CO-OPERATIVE LIBRARY SYSTEM?

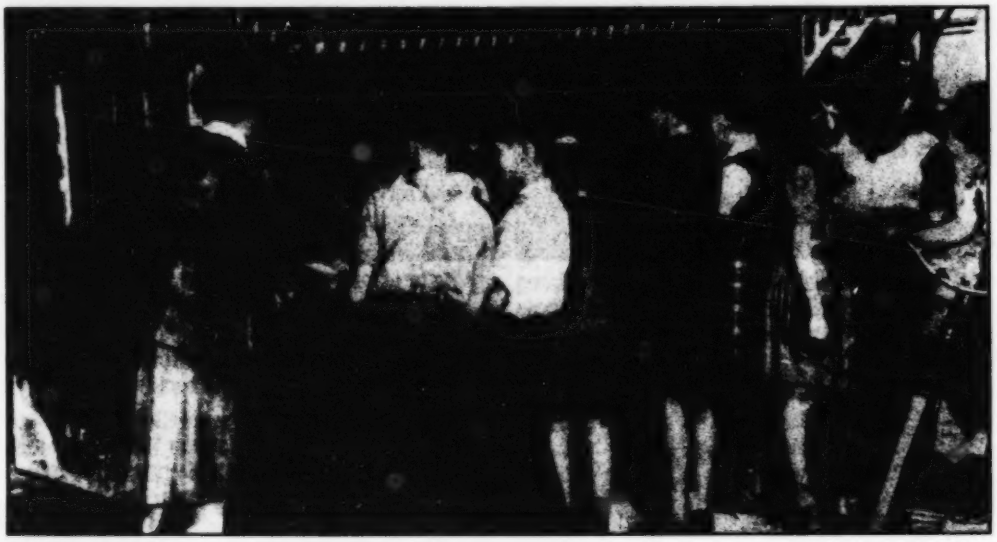
A co-operative library system consists of individual libraries organized into a network which serves the needs of residents in a particular geographic area. By banding together as a unit, member libraries will be able to accomplish more than any single library could.

Today, there are three co-operative library systems operating in Alberta. The Parkland Regional Library serves central Alberta from its headquarters in Lacombe; the Yellowhead Regional Library, with headquarters in Spruce Grove, provides service to an area west of Edmonton; and the Marigold Library System, based in Strathmore, covers the south-central area of the province. (See map, Appendix A.)

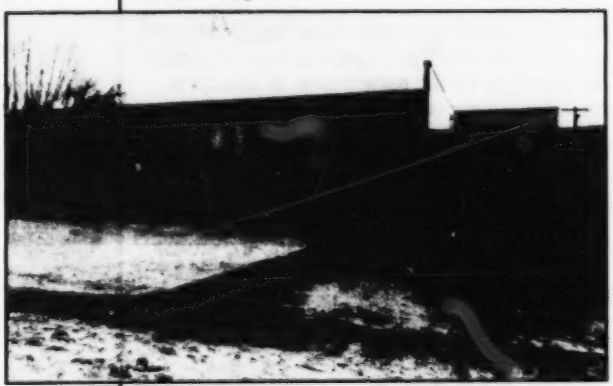
These co-operative efforts have inspired library trustees, library personnel and residents in other parts of rural Alberta. Already, several project committees are at work examining the feasibility of establishing new systems in their areas. (See Appendix B for more details.)

No two systems are exactly alike. But the services which a co-operative library system can offer to member libraries include:

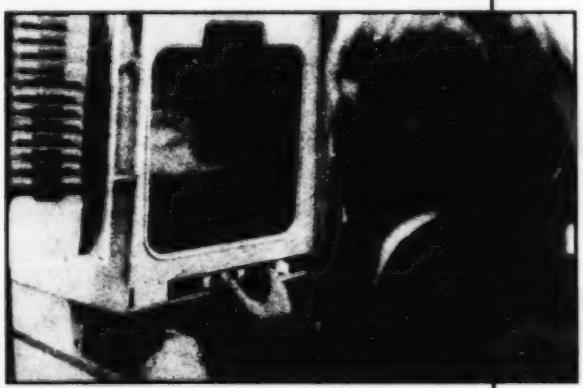
- ordering, processing and cataloguing
- cheaper books and supplies because of bulk-buying
- staff development and continuing education programs
- access to expertise in all aspects of library service
- improved telephone reference service
- better access to regional, provincial, national and international interlibrary loan service
- books-by-mail service



The first regional library system in Canada was established March 1, 1930 in Fraser Valley, B.C.



From its headquarters in Spruce Grove, the Yellowhead Regional Library System serves 87 schools and 31 public libraries.



The use of modern technology by a system means better library service for its members.

- newsletters
- magazines and pamphlets
- speedier delivery of books and other materials
- system-wide borrowing card
- system-wide public relations and assistance with community relations
- better access to books in languages other than English
- better access to large print and talking books for handicapped persons
- workshops for board members and other volunteers
- rotating collections of books and other materials

A library system can offer local librarians assistance with children's programming.

HOW IS A SYSTEM FORMED?

3

In October, 1982, the Minister of Culture announced the following principles dealing with the development of library systems.

- Library systems should be of the federated type, which gives greater autonomy to local libraries. Participants will form an agreement which defines the responsibilities of each municipal library board and the board of the library system.
- Library system boards, in general, should be composed of one representative from each participating jurisdiction. An executive committee is elected from that board to supervise the day-to-day operation of the system.
- The creation of new library systems should follow a grassroots development model. Input from the area will come from a local Steering Committee. This means that the people from the area will design and define the services THEY want.
- The establishment and expansion of library systems should be based on the potential viability of the system, and the willingness of the original participants to expand over time and serve the entire population. (See Appendix A, Geographic Areas for Library Systems.)

These principles are now incorporated in the Alberta Libraries Act, Chapter L-12.1. The Act and its accompanying Regulation outline the powers and the duties of the various partners in library development. (Part 4 of the Libraries Regulation is included in this booklet, in Appendix E.)

For the sake of brevity, the term "municipalities" includes all those authorities eligible to enter into an agreement to form a library system under Part 3, Section 19 of the Libraries Act. The term "council" refers to the governing bodies of all participating authorities.

A system may be established when a group of municipalities from a designated area makes an agreement to co-operate in providing library services to residents. The legislation also encourages and provides for the participation of schools in the development of library systems. (See the Libraries Regulation, section 24(c) and (d).)

The purpose of these Guidelines is to explain in detail how a system may be established, and what roles the library boards, librarians, steering committes, municipal authorities and the provincial government play in the process.

Membership in a library system provides better access to materials for visually and physically handicapped persons.

4 PHASES OF DEVELOPMENT

Development of a new library system involves three major phases of activity.

4.1 Pre-Establishment
The pre-establishment phase can last from 16 months to three years. During this time, an interested group in a particular geographic area creates a Steering Committee; develops an acceptable structure for a library system; obtains library board and council acceptance for the proposed system; and gets all participating councils to sign an agreement forming the system and the System Board.

PHASES IN THE DEVELOPMENT OF A LIBRARY SYSTEM

Phase	Pre-establishment	Transition	Post-establishment/ Pre-operational
Duration	16 months to 3 years	4 to 8 months	12 to 18 months
Objective	creating the library system board	selecting the headquarters site and the director	opening the doors for service

4.2 Transition
During this phase, which lasts approximately four to eight months, the system board secures its headquarters site; hires its director; and begins to formulate system policy.

4.3 Post Establishment/Pre-Operational
The system staff, under the direction of the board, begins to phase in the development and delivery of programs and services to member libraries. This phase may last from 12 to 18 months.

Volume I of the *Guidelines for Development* discusses the Pre-establishment phase in detail. The Transition and Post-establishment/Pre-operational phases are covered in Volume II.

5 PRE-ESTABLISHMENT PHASE

Phase one, PRE-ESTABLISHMENT can be divided into four distinct stages of development: 1. informal interest group, 2. Steering Committee, 3. Development Project Team, and 4. Interim Board.

6 STAGE I – INFORMAL INTEREST GROUP

6.1 Getting Started
At this stage, those people interested in improving public library service meet. This meeting might take place at a conference or workshop. Then, one or more of the group members calls a special meeting to discuss the idea of establishing a library system. Government representatives, trustees, and staff from other systems may be invited to attend in order to provide information and encouragement. Discussion at this meeting usually centres around the advantages and disadvantages of library systems, as well as the experiences of existing systems in the province.

If enough enthusiasm and interest is displayed, an organizing committee is nominated from those attending the meeting. This committee should include representation from the public libraries and possibly, school libraries in the area and should work together as a team. The nominees are usually librarians or trustees but all interested parties may be part of the interest group. (The more the better!)

6.2 Role of Alberta Culture, Library Services Branch
One of the major goals of the Library Services Branch of Alberta Culture is to develop a network of co-operative library systems in Alberta. The staff of the Development Services Unit of the Branch has the responsibility for overall management of development projects and for providing guidance and support to interested groups and committees. At this point, if staff is available, a library consultant will be assigned to work 1/4 time with the interest group.

The consultant may arrange at least one meeting with the group to provide information on library systems and to explain government guidelines, policies and funding programs. In addition, general consultative services are provided to the public libraries in the area, and the amount of support for the system is documented and evaluated. The consultant is then able to prepare a feasibility report recommending to the Branch the extent to which the area is ready for further development, and outlining what increased provincial government support is required. The decision to proceed further rests with the group.

6.3 Role of the Informal Interest Group
The group's activities include:

- learning about the advantages and services of a library system
- gathering information about existing systems
- finding out from librarians, trustees, and other interested parties in the area about the level of interest and acceptance of library systems development

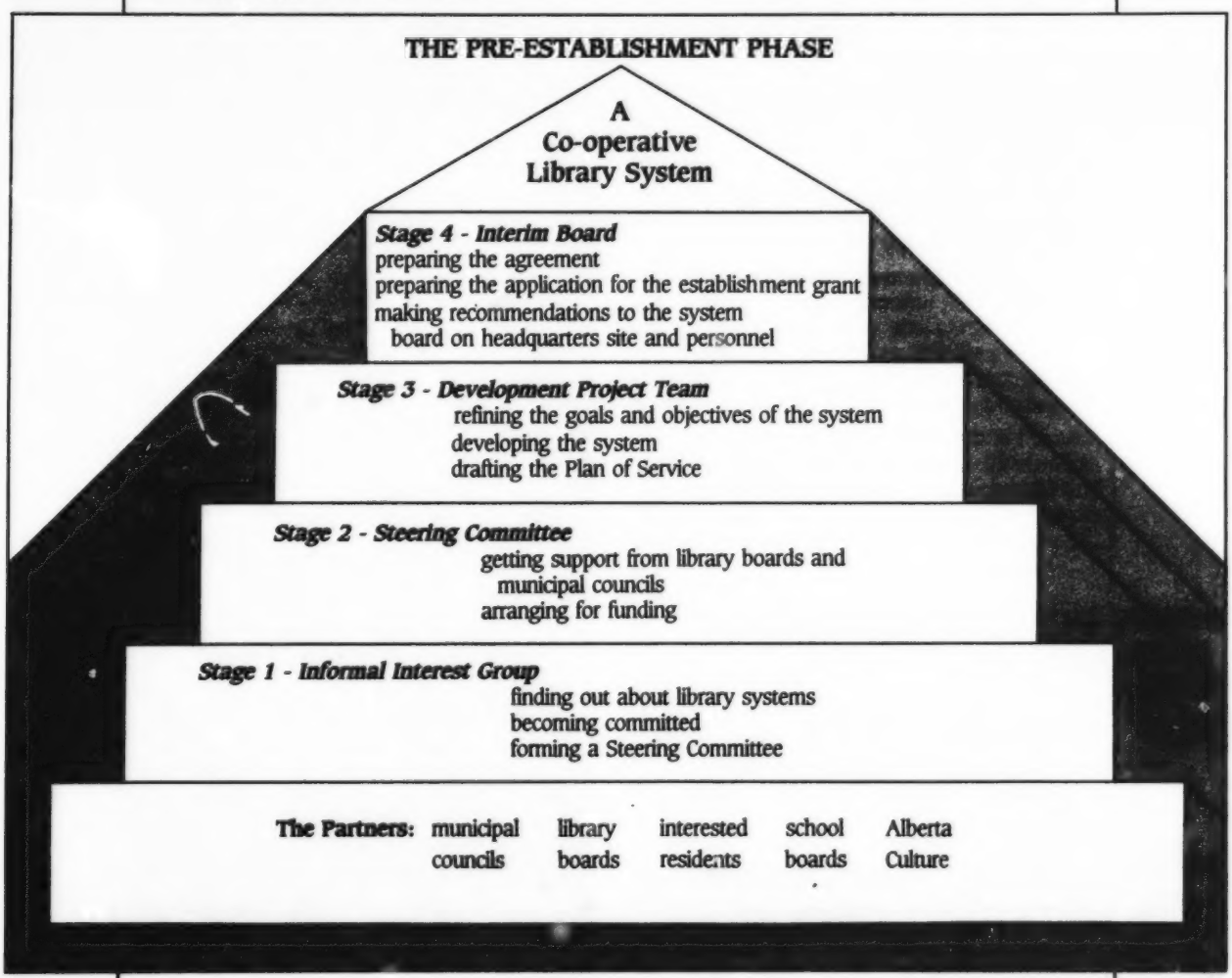
6.4 Funding the Idea
Participants in these initial meetings are usually responsible for their own travel expenses. Often they receive assistance from their libraries or councils. The Library Services Branch funds all meetings that it convenes.

6.5 Accomplishments
At the end of this stage, interest group members will have

- increased the level of knowledge about library systems among individuals and groups in the area;
- committed themselves to further development;
- decided to create a formal Steering Committee;
- sought and secured committment for some funding to support further activities;
- learned a great deal about library service; met many new, interesting people; and become involved in one of the most exciting projects of their lives!

6.6 Moving on to Stage 2
The interest group will reach a point where further activity would be difficult without additional financial support. Once this support is secured, transition is made to Stage 2. Limited funding for the next phase is usually necessary to support activities such as committee travel, research, photocopying, typing and mailing, and attendance at related meetings and workshops.

This funding has been available from the Alberta Library Trustees Association, the Library Services Branch, individual libraries, or a combination of these sources. One of the library boards in the area is asked to assume formal responsibility for administering the funds, keeping proper accounts and having the accounts audited. If members of the interest group wish to proceed, it is important that they document their progress so that the Minister can continue to approve any government funding.



You'd be smiling too! These three women formed the initial interest group and helped the Marigold Library System get off the ground.

7 STAGE 2 - STEERING COMMITTEE

At this stage, a Steering Committee is formed by the interest group. Members of the committee are officially appointed by the library boards, municipal councils and school boards; written notice of the appointments should be forwarded to the Branch.

The Steering Committee has a more formal structure than the interest group, and will provide for more equal representation from the area. (See Appendix C.) It is recommended that each member have an alternate who will act in place of (or with) the member.

The committee should meet throughout the area and invite local librarians and trustees to sit in on the discussion when the meetings are held in their area. These occasional attendees may wish to form a larger advisory group.

7.1 The Executive

An Executive is elected from and is part of the Steering Committee. Experience has shown that it is best to have a small Executive in order to work quickly and efficiently. The Executive directs the work of the Steering Committee by

- calling and organizing meetings as necessary
- recommending policies, plans and procedures for consideration by the Steering Committee
- ensuring that financial accounts are maintained in proper order
- ensuring that all legal obligations are met
- supervising and evaluating any staff
- maintaining necessary records of Steering Committee activities
- developing a communications program
- maintaining liaison with Alberta Culture Library Services
- co-ordinating the work of sub-committees

The Executive might consist of the following officers with the duties as listed:

1. Chairperson
- authorizes and calls all general and special meetings
- presides at all meetings of the committee
- ensures rules of order are maintained
- serves as an ex officio member of sub-committees
- in general, performs all duties associated with that office

2. Vice-chairperson
- assumes the position of chairperson in the absence of the chairperson
- supervises the development and ongoing functioning of all sub-committees
- may have other special duties

3. Secretary
- keeps faithful records of committee and sub-committees meetings
- distributes proceedings as necessary
- co-ordinates incoming and outgoing correspondence

4. Treasurer
- maintains proper financial accounts of committee operations
- ensures that cheques are issued on behalf of the project

7.2 Role of Alberta Culture, Library Services Branch

In Stage 2, the Branch, basing its decision on the consultant's feasibility report, formally accepts the project. A consultant is now assigned to work at least 1/2 time with the Steering Committee. This includes attending meetings of the Steering Committee and its Executive.

Sub-committees may be formed to look at special aspects of the proposed system, such as finances and headquarters site selection. The consultant will lend a hand by providing basic documentation and research materials, and advising on government policy and guidelines. The committee will receive further support in establishing its direction and pace through education and orientation sessions. Members of the volunteer com-

The Peace Area Steering Committee meets with a local library board.

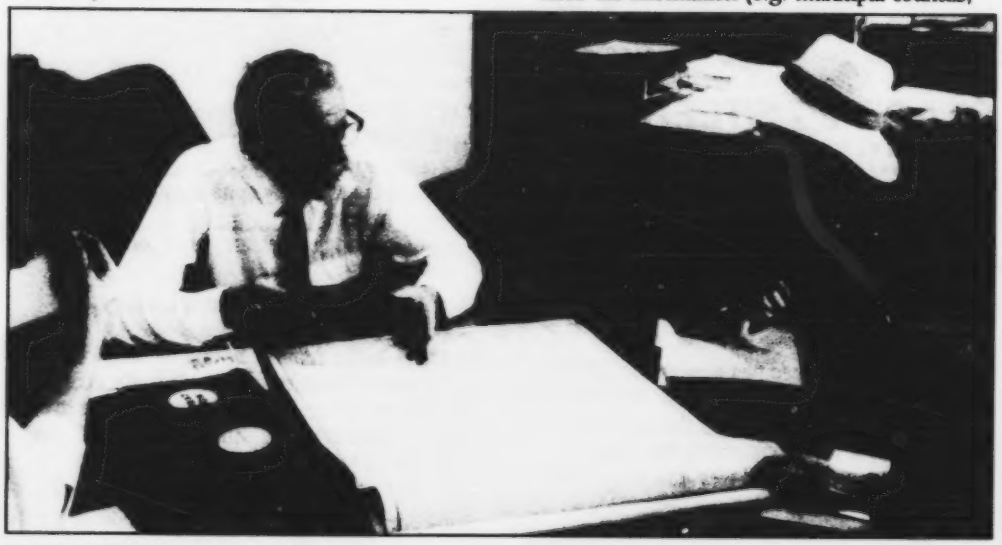
mittee may change, and it is important for everyone to have the same level of information.

7.3 Activities of the Steering Committee

The work of this committee includes:

7.31 Setting Goals and Objectives

- collecting and examining information available on all the public libraries in the area, and on library systems in the province and elsewhere
- drafting a mission statement (this is the overall purpose of the system; see Appendix D)
- drafting specific goals and objectives based on the mission statement, and projecting when they will be achieved
- visiting all libraries to discuss the mission statement, goals and objectives with boards and staff
- developing an action plan to show how goals and objectives will be reached



Meetings are an essential part of the process.

7.32 Establishing Management and Operating Procedures

- electing an Executive
- establishing accounts and accounting procedures
- establishing personnel policies and procedures
- establishing office procedures and, if necessary, hiring secretarial staff
- creating a documentation and filing system
- maintaining liaison with Alberta Culture, Library Services Branch
- holding regular meetings

7.33 Designing and Administering a Questionnaire

One of the most important jobs of the committee is to get to know the librarians and trustees in the proposed system area. A good way for members to do this, is to visit each library with a brief questionnaire which has been written up with help from the consultant. The questionnaire forms the basis for discussion from which the committee can learn what each library wants from the system.

Once all the libraries have been surveyed, the information can be collated and analyzed in a report. It is possible that the goals, objectives and strategies of the project may change as a result of this new information. It is important that the results of the questionnaire be communicated back to the librarians, trustees and others concerned. Further discussion could take place at area meetings.

7.34 Developing a Communications Plan

Selling the idea of systems development, particularly to people who don't have local library service, will be one of the greatest challenges facing the Steering Committee. Therefore, it is essential that the committee create an effective communications plan to convey its message. This includes:

- defining the various "target groups" which need the information (e.g. municipal councils, school superintendents)
- deciding which communication tools will be the most effective in delivering the message (e.g. newspapers, radio, personal presentations, posters)
- soliciting feedback and providing information on the goals and objectives, mission statements and questionnaires
- meeting with all boards in the area to explain the project, to answer questions and to become familiar with the system territory
- sponsoring workshops, conferences and sessions on the topic of developing library systems
- visiting other library systems in the province
- meeting with other groups which may be interested in establishing library systems

7.4 Accomplishments

At the end of Stage 2, the Steering Committee will have

- secured general written endorsement from a majority of library boards in the area, including

the major public library resource centre if applicable;
- increased the public's awareness and understanding of the purpose and function of library systems;
- improved communication between librarians, trustees and committee members;
- made an application to Alberta Culture, Library Services Branch, and other possible sources, for major financial support of the project.

Workshops can help the Steering Committee create an effective communications plan.

7.5 Moving on to Stage 3

At a certain point, the committee members will realize that if they are going to function well as volunteers, they will need additional support. This support will usually consist of office facilities and staff (in addition to the Library Services Branch consultant) who can work well with volunteers, assist with the planning of the project and aid in the preparation for board and council presentations. This type of work is often referred to as "community development" and when the committee moves to the next stage, more financial resources are usually required to support the increased activity.

- Increased funding is available in the form of a special government grant. The Steering Committee, however, is encouraged to seek as many varied sources of funding as possible. Provincial and federal government employment programs are especially useful. In addition to the hiring of staff, funds are used for staff travel, workshops and conferences, printing and promotion, office rental and telecommunication charges. Again, one of the library boards in the area must take formal responsibility for administering the funds, keeping appropriate records and having the accounts audited.
- The Library Services Branch consultant will assist the committee in identifying sources of funding and preparing the appropriate applications.
- The consultant is also responsible for preparing a second feasibility report outlining the extent to which the area is ready for further development.

STAGE 3 - DEVELOPMENT PROJECT TEAM

8

In this stage, the ideas and ambitions of a small group of interested people are translated into a course of action. The possibility of significantly improved rural library service is now in sight. Three characteristics make this stage distinctive.

- The Project Team (Steering Committee, project staff and Branch Consultant) develops and costs a "Plan of Service" outlining the goals of the proposed system and the services to be offered.
- The consultant from the Library Services Branch works about 3/4 time with the Project Team.
- Alberta Culture provides major funding to the Steering Committee for project operation.

8.1 Role of Alberta Culture, Library Services Branch

In this stage, the Library Services Branch project consultant continues to attend all the meetings of the Steering Committee, its Executive and sub-committees, where appropriate. This means that the consultant will live much of the time in the library system area, while at the same time reporting on a regular and frequent basis to the Library Services Branch. The consultant will also assist the Steering Committee in the search for and the orientation of the project staff.

8.2 Activities of the Steering Committee

The goal of the committee in this phase is to obtain further written endorsements from library boards and municipal councils indicating their intention to join the proposed library system. As well, if a school authority is to be a participant, resolutions and by-laws as required by section 24(c) and (d) of the Libraries Regulation must be secured. (See Appendix E.) Activities of the committee will be similar to those of the previous stage but will also include the development of a draft Plan of Service and accompanying budgets. The budgets will be used to determine the final costs to the municipalities. Activities may include:

8.21 Setting Goals and Objectives

- revising the mission statement (if required)
- revising the goals and objectives (this is a continuous process, and an exciting one because it shows how much has been accomplished!)
- circulating these statements to library boards and staff in the area, and to other related agencies and individuals
- seeking their responses to the statement
- checking off what's been accomplished, and revising the action plan

8.22 Establishing Management and Operating Procedures

- electing or confirming the Executive of the Steering Committee
- reviewing accounting procedures to accommodate additional expenditures
- establishing full-time office facilities and services
- hiring project staff according to guidelines set out by the personnel policy
- expanding and reviewing filing and documentation systems
- establishing rules of order for the conduct of meetings
- holding regular meetings

8.23 Developing the Plan of Service

One of the most vital and interesting jobs of the Steering Committee is to design the Plan of Service. This document incorporates the purpose, goals and objectives of the system, and defines the services to be provided. It also outlines the roles and responsibilities of those involved in the proposed system. The development of the plan includes:

- meeting with each board to discuss the concept in detail, and listening to their ideas, concerns, objections and desires. It may be helpful to use a more detailed checklist or questionnaire so that the responses from each board can be tabulated, analyzed and compared. At this stage all the problems can be identified and solutions worked out before the Draft Plan of Service and the agreement are prepared.
- drafting the Plan of Service, based on responses from the survey questionnaire and visits to each board. The elements of the plan include:
  - map of the proposed area
  - proposed services of the system
  - local library and system responsibilities
  - library materials
  - personnel
  - facilities
  - relationship of the system to other agencies
  - relationship of the system to the major resource centre
  - financial structure
  - timelines for the implementation
- determining any additional studies necessary and arranging for these studies to be conducted;
- developing a budget for the establishment period. (The establishment budget includes one-time or capital expenditures paid from government establishment grants.)
- developing an operational budget for the first four years of the system.

Both the establishment and operational budget calculations are very important. The operational budget is particularly critical in determining the annual per capita contribution of the municipalities.

The participating municipalities are required to sign an agreement and funding schedule for a three-year period. It is important to make sure that all financial obligations are carefully calculated, clearly identified and that the Steering Committee sticks to the funding schedules once they are announced.

Library Services Branch staff will work with the project team and staff in preparing the Plan of Service in order to use experience gained from the other projects and systems throughout the province, and to ensure consistency with provincial policy and regulations.

Selling the idea through an imaginative display.

8.24 Developing a Communications Plan

As the momentum increases, it becomes even more crucial to maintain and expand an effective communications strategy to get the message across to potential member municipalities, municipal officials, library personnel, library trustees, and any other group or individual

whose support for the library system is required. This strategy includes:

- ensuring that relevant information is sent regularly to all target groups (this could mean a newsletter for councillors, minutes for committee members, news releases for the media, slide shows for service clubs)
- communicating to elected officials at all levels the excitement and enthusiasm with which the project is being received
- having promotional material designed and produced (e.g. letterhead, brochures, maps, charts, display units)
- continuing to solicit feedback and provide information on progress to all library boards that have endorsed the project (in the flurry of activity surrounding the "selling" of the project, don't forget the original supporters)

8.3 Commitment

The Steering Committee has two major tasks now:

- securing written commitment from at least 50 per cent of library boards as required by section 25(1)(a) of the Regulation;
- obtaining written resolutions of intent from the councils of at least six participating municipalities, including the municipality in which the major resource centre is located, as set out in the Regulation, section 25(1)(a) and (b).

8.31 Library Boards' Commitments

These commitments are obtained through negotiation between the individual local library and the Steering Committee. One or more presentations to each library board will be required for final clarification and endorsement. Presentations are usually made by a member of the Steering Committee with the assistance of project staff.

8.32 Municipalities' Commitments

Once the requisite number of library boards have signified approval, presentations to each council should begin. Under the Libraries Act, it is the council which must sign the agreement forming the system. Presentations to council are usually made by a member of the local library board with the assistance of the members of the Steering Committee and project staff. The Project Team must be fully prepared to respond to questions on all aspects of the proposed system and its cost implications. If there is no library board, a local citizens' interest group could assist the Project Team with the presentation to council.

8.4 Accomplishments

- Communications Plan has been developed.
- All local library boards will have received a presentation from the Steering Committee.
- Written resolutions of support from at least 50 per cent of all existing boards in the area indicating their willingness to join the system have been received.
- The Plan of Service has been drafted and distributed throughout the area.
- Development of Establishment Budget has been completed.
- Development of First and Second Year Operational Budget has been completed.
- Presentations to councils have begun.
- Written resolutions from a minimum of six councils indicating a willingness to commit specific tax dollars to join the system have been received by the Steering Committee.
- Goals and objectives have been continually refined.
- Steering Committee members can really see the results of miles of travel and hours of meetings. They are eagerly awaiting the next stage!

Making the commitment.

8.5 Moving on to Stage 4

At this point, the Steering Committee will forward the following documents to the Minister: the written resolutions of intent from six councils

representing at least 50% of the population; written endorsements from a majority of existing library boards within the boundaries; a copy of the budget to be used in applying for the Establishment Grant; the Plan of Service; and the budget for the first two years of operation. (See section 25(1) of the Libraries Regulation, Appendix E.)

9 STAGE 4 - INTERIM BOARD

Once the Minister of Culture has approved the budgets and the Plan of Service, the project is ready to establish an Interim Board. This board may consist of council-appointed representatives plus alternates, but there is only one vote per municipality. Although the Interim Board has no authority to make final decisions, they will make recommendations that can be acted upon by the System Board once the system is established.

The establishment of the Marigold Library System in 1981. You too can be in the picture.

The primary purpose of the Interim Board is to develop the agreement to be signed by all participating municipalities.

9.1 Role of Alberta Culture, Library Services Branch

The Branch continues to play a supportive role, with the consultant acting as liaison with the Interim Board, the Steering Committee and the project staff.

9.2 Activities of the Interim Board

The major activities of the Interim Board include:

9.21 Administration

- electing an Interim Board Executive
- establishing or maintaining office facilities and services
- reviewing filing and documentation systems if necessary

9.22 Agreement

- finalizing the agreement document
- establishing the time frame for the completion of the signing of the agreement
- making sure the contract is signed by as many municipalities as possible
- arranging to have one of the councils submit signed copies of the agreement to the Minister of Culture (this is necessary in order to generate the Establishment Grant to the system)

9.23 Headquarters

- beginning the search for a headquarters site
- if necessary, hiring an outside consulting firm to ensure that the process is fair and equitable
- making a recommendation on the location of the system headquarters for consideration by the System Board

9.24 Personnel

- beginning the search for the system director who should come on staff immediately upon formation of the system
- employing the services of a professional executive search firm, if necessary

9.25 Applying for the Establishment Grant

When participating municipalities representing 25 per cent of the population, plus the major resource centre have signed the agreement, the Interim Board will prepare the application for the provincial Establishment Grant. The Board should ensure that all signed agreements are collected and submitted with the application. Staff from the Library Services Branch are available to assist with this process.

9.3 Activities of the Steering Committee

Although the membership of the Steering Committee and the Interim Board may overlap, their activities are quite different. The Steering Committee works closely with the Interim Board dur-

ing this period, gradually phasing itself out of operation as the Interim Board grows in size and experience. Some people may end up serving in both capacities. Typically, the Interim Board will likely attract a number of new people.

The prime responsibility of the Steering Committee is to continue making presentations to boards and municipal councils, and arranging for the appointment of interim and alternate board members.

The Steering Committee will step up its efforts to secure written commitments from municipalities representing a majority of the population, and a majority of the library boards including the major resource centre (if applicable).

the headquarters site, hiring personnel, and submitting the application for the Establishment Grant.

Residents of the area can now look forward to the growth of a library system which they have helped to create. Hats off for a job well done!

Congratulations to the Parkland Library System which celebrated its 25th anniversary in October, 1984.

9.4 Funding

Major funding, in the form of a grant from Alberta Culture, will still be required to support both the activities of the Steering Committee and the Interim Board. Again, one of the libraries in the area must take formal responsibility for administering the funds and keeping appropriate records.

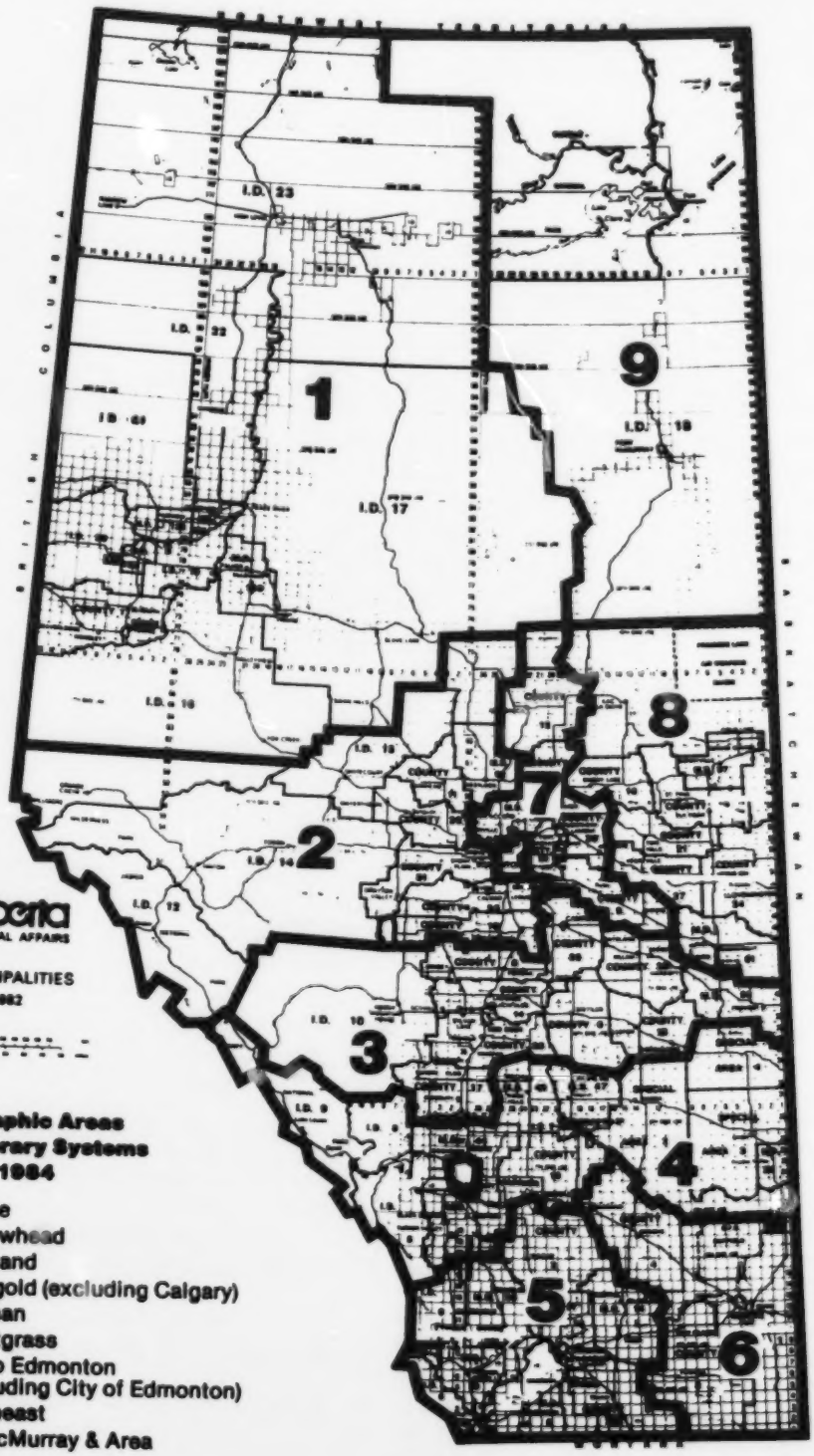
9.5 Accomplishments

At the end of this stage, many hard-working volunteers and staff have

- established the System Board and the system;
- secured signed agreements from at least six parties representing 25% of the population plus that of the major resource centre;
- made a recommendation on the headquarters site;
- prepared the application for an Establishment Grant;
- made a recommendation on the hiring of a director;
- made a recommendation on the system boundaries.

The status as a project now ends and a CO-OPERATIVE LIBRARY SYSTEM has been formed. It may have taken up to three years. The new Library System Board is responsible for selecting

APPENDIX A
Geographic Areas for Library Systems

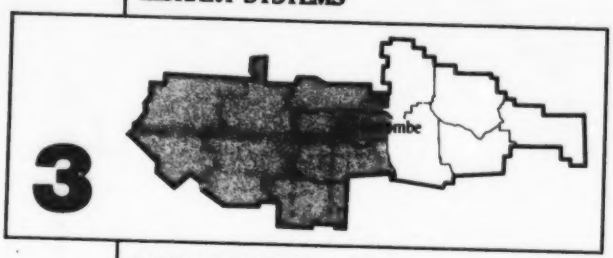


APPENDIX B

A. LIBRARY SYSTEMS AND PROJECTS IN ALBERTA

There are three regional library systems operating in Alberta, plus three library projects working towards the future establishment of additional systems.

LIBRARY SYSTEMS



PARKLAND REGIONAL LIBRARY
Box 1000, Lacombe, Alberta T0C 1S0
Ph: (403) 782-3850
Chairperson: Mr. Ed Halina
Director: Mr. William R. Bale

Parkland Regional Library

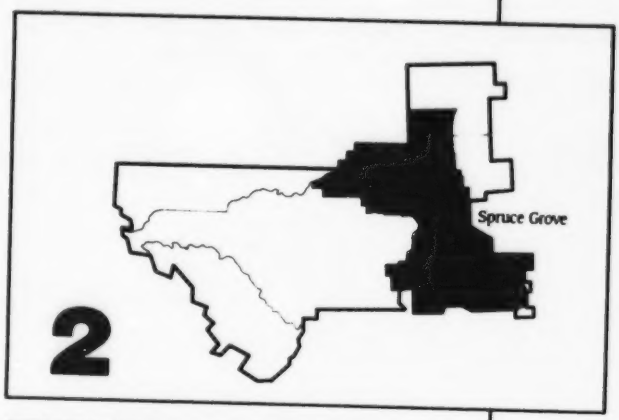
This system, based in Lacombe, was established in 1959 and serves 64 school and 26 public libraries. The area covered is 12,243 square miles and the population served is 96,025. The participating (funding) units are the counties of Lacombe, Mountain View, Red Deer, Ponoka and the Rocky Mountain School Division. In 1983, the bookstock totalled 375,000.

SERVICES OFFERED: centralized ordering, processing and delivery service; improved book purchasing power; training programs for member library personnel; professional consultants; warehouse of books for member library selection; summer reading program; monthly newsletter; reference and interlibrary loan service; talking books for the handicapped; large print books; books in languages other than English; puppet-lending library; magazine ordering; Canadian reference material; law books; Zenith toll-free telephone to public libraries.

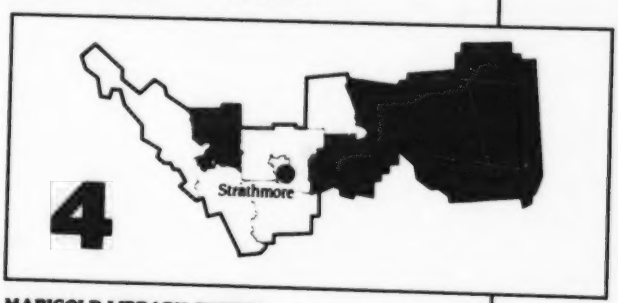
YELLOWHEAD REGIONAL LIBRARY
400 King Street P.O. Box 400
Spruce Grove, Alberta T0E 2C0
Ph: (403) 962-2003
Chairperson: Mr. Alvin Gross
Director: Mr. Paul Galibois

Yellowhead Regional Library

This system, based in Spruce Grove, was established in 1970 and serves 87 school and 31 public libraries. The area covered is 9,074 square miles and the population served in 1984 was 118,239. The participating (funding) units are the counties of Barrhead, Lac Ste. Anne, Parkland, Leduc, Wetaskiwin, Whitecourt School Division and the city of Leduc. In 1984, the bookstock totalled approximately 275,000 volumes.



SERVICES OFFERED: centralized ordering, processing and delivering; magazine ordering; workshops; circulating book collections; talking books for the handicapped and foreign language books; puppet kits; bestseller service; book selection assistance; newsletter; regular book allotments; reference service (toll free); professional consultation; improved book purchasing power; interlibrary loan service; union catalogue on microfiche.



MARIGOLD LIBRARY SYSTEM
Box 1830
Strathmore, Alberta T0J 3H0
Ph: (403) 934-5334 TOLL FREE 1-800-332-1077
Chairperson: Mr. Bob Irvine
Director: Ms. Patricia Cavill

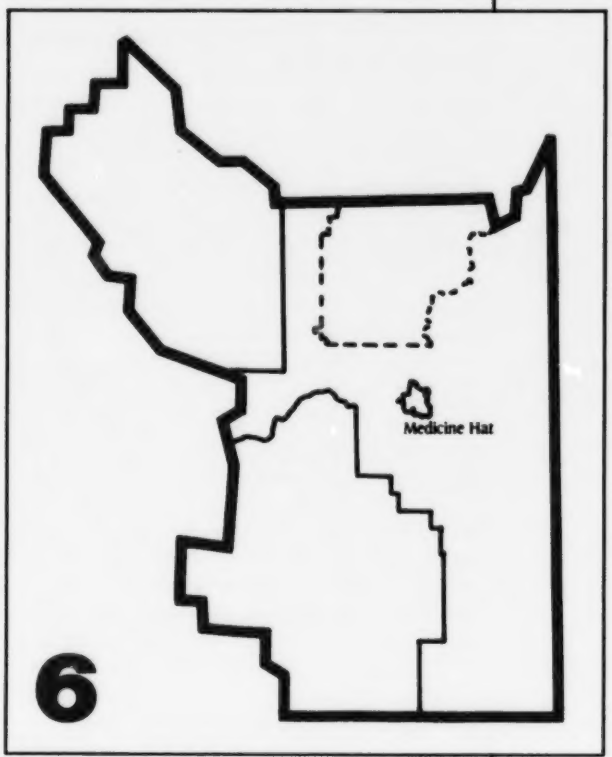
Marigold Library System

This system in south central Alberta was established in 1981 and has its headquarters located in Strathmore. It serves 27 public libraries and a total population of 53,341. The area covered is approximately 14,254 square miles. There are 35 participating (funding) municipal jurisdictions. In 1983, the bookstock totalled 55,724.

SERVICES OFFERED: thousands of books for all ages; magazines; reference materials; interlibrary loan; convenient borrowing/returning at any member library; paperbacks by mail; special programs; centralized cataloguing, ordering and processing; delivery service to member libraries; training programs for member library personnel; access to expertise in all aspects of library service; newsletter; system-wide public relations and assistance with community relations; large print and talking books for the handicapped; workshops for board members; union catalogue on microfiche.

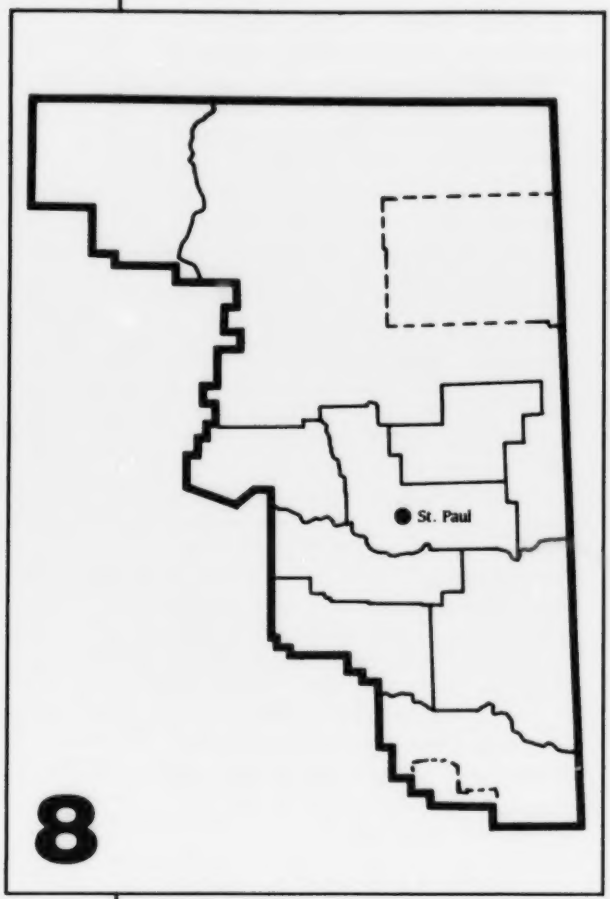
PEACE REGION CO-OPERATIVE LIBRARY PROJECT
Provincial Building
Bag 900-33
Peace River, Alberta T0H 2X0
Phone: 624-6490
Chairperson: Mr. Glen Walmsley
Development Officer: Ms. Marion Davidson

Peace Region Co-operative Library Project
A committee of volunteers was established in 1980 to explore the concept of a co-operative system for the whole of the Peace region. The area covers approximately 55,000 square miles (of which 19,903 square miles are assessed and surveyed) and 41 separate municipal jurisdictions. The system would link more than 39 public libraries and serve an estimated 119,348 people. Early activities of the committee included visiting libraries in the area, visiting other system headquarters, and publishing a newsletter. A Steering Committee has been formed to develop a Plan of Service for approval by library boards and municipalities. Alberta Culture, Library Services has provided financial assistance, as well as paid project staff.



SHORTGRASS LIBRARY PROJECT
Room 219, Provincial Bldg.
770 - 6th St. S.W.
Medicine Hat, AB
T1A 4J6
Phone: 529-3121
Development Officer: Cliff Dacre
Chairperson: John Vandenburg

Shortgrass Library Project
In the southeast area of the province, a committee was established in 1980 to look at the possibility of a library system there. The area covers approximately 10,370 square miles and 14 separate municipal jurisdictions. The system would link 14 public libraries and serve an estimated 74,122 people. The Steering Committee has administered questionnaires to potential member libraries to determine what services they would like to see in their system. From this, a Plan of Service has been developed and the committee has begun to promote the plan to area library boards and councils. Travel and operational funds have been provided through a grant from Alberta Culture, Library Services. The committee will be applying for some project funding in 1985.



NORTHEAST LIBRARY PROJECT
Box 2070
Grand Centre, Alberta T0A 1T0
Co-ordinator: Ms. Leslie Keith

Northeast Library Project
This project is an outgrowth of the Northern Lights Library Project, a three-year demonstration project in the M.D. of Bonnyville. When the Northern Lights Project was successfully completed on December 31, 1984, those involved formed a Steering Committee to determine the feasibility of establishing a library system in Northeast Alberta. The area covers 13,000 square miles and 42 separate municipalities. The proposed system would link more than 34 libraries and serve an estimated 93,000 people. The Steering Committee is not in the funded project phase, but it has received a small operational grant from Alberta Culture. Local libraries are also contributing to the support of this project.

APPENDIX C

C

POSSIBLE STRUCTURE OF THE STEERING COMMITTEE

The makeup of the Steering Committee should be as representative of the area as possible. Members may be appointed as follows:

a) 1 voting member from each municipal library board, appointed by the library board
b) 1 voting member from each community library board, appointed by the library board
c) 1 voting member from each municipality without a library board, appointed by the municipal council
d) 1 voting member from the I.D., appointed by the I.D. Advisory Council
e) 1 voting member representing the Alberta Library Trustees Association, appointed by the executive
f) 1 voting member representing the Library Assoication of Alberta, appointed by the executive
g) 1 voting member from each school division appointed by the school board.

Once the structure has been agreed upon in the area, the proposed structure must be submitted to the Minister of Culture for approval and authorization for payment of expenses.

The Steering Committee may also consider incorporation under the Societies Act, which would allow it to apply for a wide range of government and private sector funding.

APPENDIX D

D

SAMPLE MISSION STATEMENT

A mission statement is a general statement which briefly explains the aim of the Steering Committee and provides a focus for its work. The following is an example of such a statement for a committee in the initial stages.

> "The aim of the _____ Steering Committee is to investigate the feasibility of a co-operative library system in the _____ area and to develop organizational and service proposals for discussion by library boards, library personnel, municipal jurisdictions and other interested groups and individuals."

Subsequent goals and strategies which might be developed would all serve to assist the committee in reaching its aim. The following are examples of goals which might follow from the mission statement.

1. To visit all libraries in the _____ _____ area.

2. To develop and administer a questionnaire to all public libraries in the _____ area.
3. To assist the village of _____ _____ to establish a library board.
4. To publish four issues of the committee newsletter.

As the Steering Committee progresses and becomes more familiar with and knowledgeable about its task, the mission statement and goals and strategies might change. Nevertheless, they should always serve as points of reference for the committee and related groups and individuals.

APPENDIX E

PART 4 LIBRARIES REGULATION

Library System Establishment

23 In this Part,

(a) "agreement" means an agreement referred to in section 19 of the Act;

(b) "municipality" means a municipality as defined in the Act and includes improvement districts and special areas;

(c) "resource centre" means a municipal library within the library system designated as the Zenith information centre pursuant to the agreement referred to in Division 2, Schedule 1, Part 5 of the Library Grants Regulation (Alta. Reg. 105/84);

(d) "steering committee" means the steering committee established under the Department of Culture Act to promote the establishment of a library system.

24 Before becoming a member of a library system, a municipality or school authority shall comply with the following:

(a) a municipal board shall pass a resolution signifying its acceptance of service from the library system board and providing its recommendations to the council with respect to the agreement;

(b) the council shall pass a resolution signifying its assent to the terms of the agreement establishing the library system;

(c) if the library system board is to provide library services to school authorities without a surcharge for that service, those school authorities shall pass a resolution that signifies acceptance of the services on the terms and conditions prescribed by the library system board;

(d) in order for a school authority to become a party to an agreement a by-law shall be passed by each municipality within the boundaries of the school authority allowing the school authority to act on behalf of the municipality in all matters pertaining to the library system.

25(1) Prior to an agreement being entered into, the following documents shall be forwarded to the Minister by the steering committee:

(a) written resolutions dated not more than 120 days prior to their submission to the Minister; endorsing the formation of a library system from a majority of community and municipal boards within the boundaries set out on the map in the Schedule;

(b) written resolutions, signifying assent to the terms of the proposed agreement, from six councils that intend to become parties to an agreement referred to in section 19 of the Act;

(c) a written resolution signifying assent to the terms of the proposed agreement from the council of the municipality containing the resource centre;

(d) written resolutions, signifying assent to the terms of the proposed agreement, from councils representing at least 50% of the population within the boundaries set out on the map in the Schedule;

(e) a copy of the proposed budget to be used in applying for an establishment grant;

(f) a draft plan of service for the library system and draft budgets for the first two years of the library system board's operation, both documents approved by the steering committee not more than 120 days prior to their submission to the Minister;

(g) any recommendations by the steering committee concerning changes to the proposed boundaries for the library system.

(2) Notwithstanding subsection (1), the Minister may establish a library system when all the community and municipal boards and councils within a geographic area provide written resolutions described in subsection (1), and when the councils represent at least 33% of the population within the boundaries set out on the map in the Schedule.

(3) On receiving approval from the Minister of the documents provided under subsection (1)(e) and (f), a request to establish the library system may be forwarded to the Minister by one of the councils that has entered into an agreement.

(4) A request under subsection (3) shall be accompanied by:

(a) copies of the agreement signed by councils specified under subsection (1)(b) and (c) and any other councils that have entered into the agreement, representing at least 25% of the population within the boundaries of the system;

(b) copies of any resolutions or by-laws required under section 24(c) or (d), as the

case may be, and

(c) names, addresses and telephone numbers of board members appointed by councils that have entered into the agreement.

26(1) An agreement shall contain at least the following:

(a) an indication of the formal desire of the parties to enter into an agreement to establish a library system;

(b) a starting date for the agreement;

(c) provision for parties to become members of the library system after the starting date;

(d) the powers and duties of the library system board;

(e) provision for the establishment of an executive committee of not more than 10 persons when the number of members of the library system board is more than 20, and a statement of the powers and duties of that committee;

(f) the method of calculation of the estimate of the money required under section 24 of the Act and the conditions of when and how the money becomes due;

(g) an explanation of the financial relationship between the library system board and the parties to the agreement described in sedtion 19 of the Act;

(h) an explanation of the financial relationship between the library system board and the municipal boards or school authorities or both;

(i) the services that the library system board proposes to provide, including a commitment to making all library materials purchased by the board available to all residents of the library system;

(j) the relationship between the library system board, municipal boards and the board of the resource centre in terms of provision of library services, including any limitation of the authority of the municipal boards pursuant to section 25 of the Act;

(k) provision for the expansion of the library system to all municipalities within the prescribed boundaries;

(l) the reports required by the library system board from municipal boards and advisory committees and reports to be provided by the library system board to councils;

(m) the method for the amendment, extension and renewal of the agreement;

(n) signatures of the persons authorized by councils to enter into the agreement and signatures of the chairpersons of municipal boards where they exist.

(2) Subject to subsection (3) the executive committee under subsection (1)(e) shall include members from the board of the resource centre, from each party to the agreement with a population of over 12,000 and representation from the parties to the agreement with a smaller population.

(3) A member of the board of the resource centre may concurrently serve as a member representing a party to the agreement if the party has a population of more than 12,000.

27 If a party to an agreement gives notice of withdrawal under section 28 of the Act, the library system board shall, not later than 90 days prior to the effective date of withdrawal, provide, in writing, to the council and municipal board, if any an appraisal of the expected effects of withdrawal by that party on the library services to the residents of the municipality or school authority concerned and the library system board may request a review of the notice to withdraw.

28(1) A municipality or school authority that wishes to become a member of an existing library system may forward to the Minister a request to become a member of the library system.

(2) Sections 24 and 25 apply to an application under this section.

29(1) The boards of two or more library systems may, jointly, recommend a merger of the library systems and may negotiate and prepare a proposed new agreement pursuant to section 19 of the Act as a result of this merger.

(2) when 51% or more of the parties to each agreement, representing 51% or more of the population of each library system, have, by resolution, approved of the proposed merger, the library system boards may jointly apply to the Minister for the establishment of one library system, and the application shall be accompanied by the following:

(a) the proposed new agreement;

(b) the budget for the next fiscal year of the library system;

(c) a plan of service for the proposed library system;

(d) any recommendation for revision of boundaries.

(3) The application under subsection (2) shall be submitted not less than 60 days prior to the date on which the merger is to take effect.

30 Regional library boards continued as library system boards under section 20(3) of the Act shall provide the following to the Minister by December 31, 1985:

(a) a revised agreement that meets the requirements of section 26 and is signed by the parties to the existing agreement;

(b) names, addresses and telephone numbers of the library system board members appointed by councils of the participants;

(c) recommendation for appointments for the

purposes of section 35 of this regulation;

(d) any recommended change to the boundaries for the library system.

31 All personal property of a municipal board on the date on which the council signs the agreement affecting that board remains the property of the municipal board unless

(a) the municipal board, by resolution with a 2/3 majority of all the members of the municipal board, agrees to transfer the assets to the library system board, or

(b) in the case of library materials, the municipal board, by resolution, agrees to transfer the library materials to the library system board for use elsewhere in the library system or for disposal.

32 A library system board may not hold or own real property except if it is required for the purposes of administering the library system or for distribution of library materials.

33(1) If no municipal board exists, the member of the library system board appointed by that municipality's council shall receive the concerns of the residents of that municipality respecting library service from any advisory committee appointed by council to transmit those concerns.

(2) If an advisory committee is not appointed by council, the library system board may appoint a committee to receive the concerns referred to in subsection (1) and transmit them to the member.

34(1) On establishing a library system board under section 20 of the Act, a document shall be prepared that names all the library system board members appointed by the councils that have signed the agreement.

(2) Appointments under section 22(a) of the Act shall be for a term of not more than three years.

(3) A person may not be appointed under section 22(a) of the Act for more than nine consecutive years without the approval of 2/3 of all the members of council.

(4) Any vacancy arising from any cause shall be filled in accordance with section 22 of the Act as soon as reasonably possible.

(5) Subject to subsection (4), a council may, with respect to appointments under section 22(a) of the Act, appoint an alternate to the library system board if the library system board member is unable to attend a meeting of the library system board and has given notice to the library system board that an alternate will attend.

(6) A person may not act as an alternate at more than two consecutive meetings except by resolution of the library system board.

35(1) The Minister may, for terms determined by the Minister, appoint additional members to the library system board as follows:

(a) when a school authority is the party to the agreement, one additional member, drawn from municipal boards within the area of the shcool authority, for each 12,000 population, or part thereof, in municipalities served by those municipal boards, to a maximum of three additional members;

(b) when a municipality is the party to the agreement and library service is being provided to school authorities, 1 additional member for every 6,000 pupils, or part thereof, receiving service from the library system board, to a maximum of three additional members in respect of any one school authority;

(c) when a municipality or school authority contains within its boundaries the resource centre for the library system, up to two additional members from the municipal board of the resource centre;

(d) when a library system has no designated resource centre, one additional member from the municipal board of any participant with a population in excess of 12,000.

(2) Appointments under subsection (1)(a) shall be made by the Minister on the recommendation of the Alberta Library Board.

(3) Appointments under subsection (1)(b) shall be made by the Minister on the recommendation of the library system board.

(4) Appointments under subsection (1)(c) and (d) shall be made by the Minister on the recommendation of the municipal board concerned.

36 Notwithstanding section 35, the library system board for the Fort McMurray area shall, in addition to the appointments under section 22(a) to (c) of the Act, consist of the following:

(a) all members of the Fort McMurray Library Board;

(b) two members appointed by the Minister on the recommendation of the council of I.D. 18.

FURTHER READING

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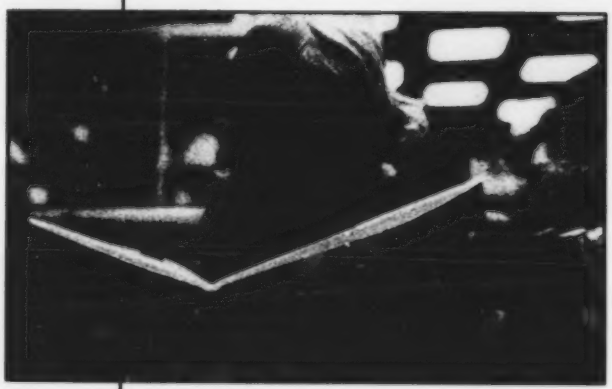
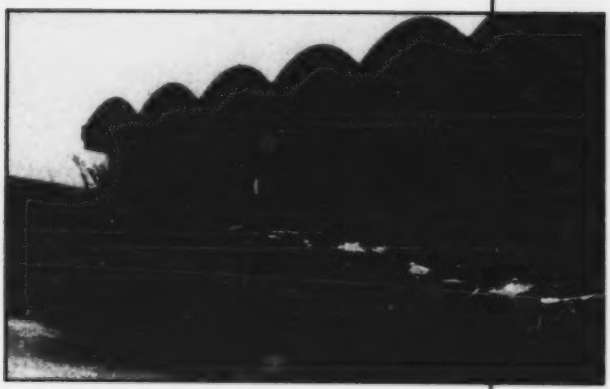
NOTES

Library systems connect rural communities

Zama City in the Peace Project area has the most northerly library in the province



Another satisfied customer



A rural library in the Peace Project area